CITY OF MOUNTAIN VIEW
MEMORANDUM

DATE: December 10, 2008

TO: Council Environmental Sustainability Committee

FROM: Cathy R. Lazarus, Public Works Director
Joan Jenkins, Transportation and Policy Manager
Stephen P. Attinger, Environmental Sustainability Coordinator

SUBJECT: ANALYSIS OF SELECTED ENVIRONMENTAL SUSTAINABILITY RECOMMENDATIONS

RECOMMENDATION

The Council Environmental Sustainability Committee will discuss the analysis of the 19 recommendations and review and refine the draft Environmental Sustainability Action Plan and refer it to the City Council.

BACKGROUND

At the November 12, 2008 meeting, the Council Environmental Sustainability Committee (CESC) reviewed the 89 Task Force recommendations and created an initial list of 19 actions that could potentially form the basis of the implementation strategy the CESC will forward to the City Council. The 19 actions are either "low-hanging fruit" or possible City major goals to be considered during the goal-setting process.

At the direction of the CESC, staff conferred with the implementing departments to gain their professional perspective regarding the operational feasibility of the recommendations and whether there is organizational capacity to implement them.

The purpose of this memorandum is to:

1. Provide the results of the department-level feasibility analysis of the CESC selected items, including a cost estimate where available, shown below.

2. Introduce a proposed Environmental Sustainability Action Plan (ESAP) (see Attachment 1) for review and comment by the CESC and forwarding to the City Council. The ESAP could serve as a roadmap for the City's sustainability program. It outlines:

   - A policy framework for the Action Plan.
   - Potential major goals.
   - The General Plan update and how it relates to the Action Plan.
   - Natural resource reduction targets.
   - Short-term actions.

ANALYSIS

Feasibility of Recommendations

As part of the analysis, staff categorized the 19 recommendations as short-term, medium-term or long-term related to major City goals:

- *Short-Term*: Requires no or limited expenses and no or little additional organizational capacity. Can be potentially targeted for implementation within 12 to 18 months.
- *Medium-Term*: Requires modest additional expenses and part-time/full-time contract staff to implement. Can be completed within one to three years.
- *Related to Long-Term City Goals*: Requires potentially substantial additional expenses.

Recommendations Feasible in the Short Term

Adopt CO_2e Emissions Goals (TF 1-1)

Deriving achievable, long-term emission reduction targets in line with AB 32 requirements will require working with selected City divisions (e.g., Facilities) to identify those projects with the highest greenhouse gas (GHG) reduction potential and evaluate their implementation feasibility with budgetary and organizational constraints in mind. Following creation of a *draft* emissions reduction project plan, staff will vet the plan within the organization to receive further comment and secure department-level buy-in.

This effort will be augmented by tools available through ICLEI. The community-wide and City operations inventories will be completed by April 2009 and the Council will be able to set the City's emission reduction targets by fall 2009.

Preliminary Cost Estimate: Assumes continued funding for the Environmental Sustainability Coordinator position beyond June 30, 2009.

Redesign City Utility Bill Format to Encourage Water Conservation (TF 3-2)

The Finance and Administrative Services Department (FASD) has evaluated this item as part of an upgrade to the Utility Billing System (UBS), which is scheduled for completion by the end of the fiscal year (June 2009). The upgrade will enable on-line payments which will also provide customers with on-line access to historical water usage and conservation information consistent with Task Force recommendations. The Public Services Division would be able to assist with the billing design elements using current staff.

Preliminary Cost Estimate: TBD.

Require Public Buildings to Achieve LEED Silver (TF 8-1)

Achieving a LEED designation requires a little extra staff time, but it can be worked into the design, schedule and budget for the proposed capital project. Compared to the project overall, LEED certification represents a negligible incremental effort. Reaching LEED Gold in five years, as proposed in the Task Force recommendation, may require proportionately more up-front costs, but these expenses would be quickly offset by the operations and maintenance cost savings. According to studies, the average cost premium to build an office to LEED Silver standards is about 2.1 percent, with many LEED projects incurring no additional cost.

Preliminary Cost Estimate: 0 percent to 2 percent more than a conventional building (varies by project), with additional expenses recovered through operations and maintenance savings over the life of the facility.

Form and Support an Ongoing Green Citizens Collaboration and Action Team (TF 11-2)

This recommendation, while broad, is feasible, assuming there are staff resources to support the ongoing community outreach effort. The vast majority of the work would be performed by volunteers. This recommendation would require approximately five to eight hours per month of staff time on an ongoing basis (equivalent to ~5 percent of an FTE), assuming the Environmental Sustainability staff position is continued.

Preliminary Cost Estimate: $0 through June 2009; ~5 percent of an FTE beyond June 2009

Create and Maintain an Environmental Focus Section and Rotating Displays at Mountain View Public Library (TF 11-6)

Organizational capacity exists to begin this recommendation, but the Library needs guidance on how to prioritize it among other tasks. Developing a display, promotional materials, bibliographies, Internet/blog resources and a collection of books takes time and involves numerous staff. The Library is purchasing topical materials currently, but with additional dedicated or one-time funds it could build a substantial collection of materials.

Preliminary Cost Estimate: $4,000 to $8,000

Sponsor Sustainability Tabling and Outreach at Local Events (TF 11-7)

This recommendation is feasible, given the majority of the work would be performed by volunteers. Implementing it would require an average of four to eight hours per month of staff time (averaged over the year) on an ongoing basis (equivalent to ~3 percent to 5 percent of an FTE), assuming the Environmental Sustainability staff position is continued.

Preliminary Cost Estimate: $0 through June 2009; ~3 percent to 5 percent of the Environmental Sustainability Coordinator beyond June 2009

Recommendations Feasible in the Medium Term

Recruit and Train Local Water Conservation Advocate (TF 3-6)

The Public Services Division (PSD) is in the process of hiring limited-term hourly staff to assist with its water conservation efforts. The initial focus will be direct customer contact in the commercial, industrial and multi-family sectors which will yield the greatest conservation impact. If the Council would like to develop local water

conservation advocates as detailed in the recommendation, PSD can develop a cost estimate for the additional cost.

Preliminary Cost Estimate: Unknown

Discourage Single-Use Bags within the City (TF 4-6)

A County-wide model ordinance is currently under development by the Recycling and Waste Reduction Commission (RWRC) that would require retailers to charge a fee to any consumer choosing a single-use bag upon checkout. Such an action is not one of the eight subset recommendations of four to six, but it would meet the intent of the recommendation. Implementation of an ordinance would require collection of the fee, education and enforcement.

Preliminary Cost Estimate: Unknown

Provide Accessible Recycling Bins in Public Places and Businesses (TF 4-8)

This recommendation is feasible but depends on additional staff resources and funds for implementation. There currently is not organizational capacity for implementation and the cost is high. The recommended alternative to this item is to post signs on all trash containers stating "contents are recycled off-site" or the equivalent. For a complete analysis, see Agenda Item 5.2. For business recycling, additional recycling containers could be provided on a per-request basis. Some grant funding may be available to purchase a limited number of containers.

Preliminary Cost Estimate: $179,000 to $537,000 one-time for 358 containers; $154,880 annually for collection and maintenance

Partner with Local School Districts to Create Waste Reduction and Recycling Programs in Schools, Including a Zero Waste Lunch Program (TF 4-9)

This recommendation requires commitment and effort from the school district and they would need resources to improve programs already in place. There are several "green" school initiatives such as *www.gogreeninitiative.org*.

Staff is unclear what or how extensive the City's ongoing role would be. If the expectation is City staff would lead a green school effort (San Jose approach), then additional resources are required. The recommendation needs more definition to assess resource requirements.

The City already assisted all of the elementary schools in setting up recycling programs (provided classroom containers; arranged for Foothill bins; trained staff, students and janitors) but has not yet done this for middle or high schools. The City is currently undertaking a "phase one" pilot food waste collection project with a few major companies in the North Bayshore. If this is successful, and there is additional capacity available at the composting facility, the City could assess the feasibility of starting a pilot project collecting food waste from schools as "phase two."

Preliminary Cost Estimate: Unknown

Fully Implement Bicycle Boulevards (TF 6-1)

This project can be accomplished primarily in-house with consultant assistance for traffic counts and design. This project could be accomplished in 12 to 18 months with a budget of $155,000 to $250,000 that includes consultants, design, fabrication and installation of signs, street striping, coordination with Bicycle/Pedestrian Advisory Committee (B/PAC) and Council Transportation Committee (CTC), materials, traffic counts, public relations/education and intersection improvements at Middlefield Road/Independence Way, including a lighted crosswalk and radar speed signs.

Preliminary Cost Estimate: $155,000 to $250,000

Provide Automated Bicycle Rental and Additional Bicycle Parking Facilities (TF 6-2)

The City would need to further research this recommendation to determine cost, operational characteristics and resources required to implement and operate. Contracting with a vendor may be an option. Additional bike parking may be possible but can be difficult to implement as space is limited to install more bike racks.

Organizational capacity is unclear due to the unknown extent of the project. The City may need to contract with a vendor to implement the automated rental. Cost, staff resources and schedule are unknown. However, the City of Palo Alto recently deferred a similar program due to its cost of $60,000 to $65,000 for a six-month program and suggested that a regional approach will be looked at by the Valley Transportation Authority (VTA) in December 2008. The vendor was Library Bikes of Arcata, California (see Attachment 2—Palo Alto Council Report).

Preliminary Cost Estimate: Unknown

Adopt and Implement a Pedestrian Master Plan (TF 6-4)

This recommendation is feasible with sufficient funding and staff resources. It is unrealistic to assign it to the B/PAC because staff resources would be needed to coordinate research, meetings, minutes, agendas and the written report.

Organizational capacity does not exist to prepare a master plan in-house; however a consultant could be retained. The cost is unknown but might range between $100,000 and $200,000. Staff coordination between the consultant and other departments would be required to prepare the master plan. Implementation cost is unknown until the master plan is adopted. Preparation of the plan could take as much as one year.

Preliminary Cost Estimate: $100,000 to $200,000

Enhance the Expertise of Planning and Building Division Staff Members in Green Building Processes and Practices (TF 8-7)

Phase I would involve high-level training of Building and Planning staff in green building techniques. In Phase II, the City would train and certify 12 staff as Certified Green Building Professionals (CGBP) through Build It Green and 4 to 6 staff as LEED Accredited Professionals (AP) through the U.S. Green Building Council (USGBC). Phase III would be an ongoing effort to keep abreast of evolving green building materials and techniques, and ongoing training.

Phases I and II could be accomplished within 3 to 18 months. Phase III is ongoing. The Community Development Department does not anticipate needing additional staff but would require additional funding for training and testing fees.

Preliminary Cost Estimate: $7,000 to $20,000

Increase Tree Coverage in Mountain View (TF 9-1)

This recommendation is very ambitious. There are 28,000 street and park trees in the City with 5,200 street tree vacancies. Currently, staff replaces about 260 trees per year to maintain the 80 percent coverage level. To increase tree coverage to 90 percent, 2,800 additional trees would need to be planted. If the City started in 2009, it would need 660 trees per year (260 replacement plus 400 new) until 2015. A contractor charges $110 per tree to purchase and plant one tree. Staff capacity does not currently exist to plant and maintain an increased number of trees. The proposed six-year schedule cannot be achieved without hiring additional staff or contractors.

Staff recommends an alternative approach in which the City provides additional free trees on Arbor Day. In this scenario, the homeowner/property owner plants and maintains the tree and there is no installation or maintenance cost to the City. The only cost would be purchasing and delivering the trees. It may be possible to recruit volunteers to plant the trees if some residents need assistance.

Preliminary Cost Estimates:

- *$7,000 to $10,000 annually for 200 additional free Arbor Day trees given to residents.*
- *$350,000 the first three years and $120,000 annually thereafter for 85 percent coverage.*
- *$865,000 the first three years and $350,000 annually thereafter for 90 percent coverage.*

Recommendations Related to Long-Term City Goals

Reduce Outdoor Water Usage with Drought-Tolerant Landscaping (TF 2-3)

AB 1881 is a State-mandated water conservation landscape ordinance that requires local adoption by January 1, 2010. The Public Services Division is awaiting the final version of the State ordinance and will take the lead in developing an implementation strategy. Staff resources exist to implement the State ordinance; however, the Task Force recommendations go beyond the State requirements and additional funding and staff would be needed to implement all Task Force suggestions.

The City had a small native plant demonstration garden at the Municipal Operations Center (MOC), but it has not been actively maintained recently. In order to redesign and revitalize the garden, a budget of $5,000 to $10,000 would be required for labor and materials. No funding or staff is available at this time. Information about drought-tolerant landscape education programs is available on the Internet with additional links from the water conservation section of the City's web site (e.g., the gardening and landscaping classes and booklets offered by Bay Friendly Landscaping and Gardening, the water-efficient landscaping classes and CD offered by the Bay Area Water Supply and Conservation Agency (BAWSCA), and water conservation programs and services offered through the Santa Clara Valley Water District (SCVWD).

The City is currently working on expanding water conservation strategies through BAWSCA and SCVWD to assure local City efforts are consistent with regional efforts.

Preliminary Cost Estimate: Unknown

Create a Comprehensive Zero Waste Action Plan (TF 4-1)

This recommendation is feasible. A consultant will be needed to prepare the zero waste plan. Cost estimates range from about $200,000 (Palo Alto), including Waste Characterization Study, to as high as $650,000 (San Jose) with staff involvement. City staffing is adequate to support consultant preparation of the project plan, including required resources for implementation. Timing depends on amount of community involvement, other staff assignments and depth of financial analysis undertaken. Implementation cost is unknown at this time and would be estimated in the plan. About 8 to 14 months to prepare the plan.

Preliminary Cost Estimate: Unknown

Ban Polystyrene Take-Out Food Containers (TF 4-4)

This recommendation is infeasible in the short term without first establishing a City-wide composting program. A County-wide approach, such as the plastic bag ordinance described in Recommendation 4-6, would be more successful than a one-city approach.

Preliminary Cost Estimate: Unknown

Increase VTA Bus Usage in Mountain View (TF 6-9)

The recommendations included in this item are more appropriate for VTA to implement. City staff has met with VTA regarding possible shuttle service.

Organizational capacity does not exist to implement the Task Force recommendations as written. Implementing all 11 subrecommendations could take up to several million dollars and multiple staff members and/or consultants. The recommendations would require more than three years to implement, assuming adequate funding and staff. However, if staff concentrated on a shuttle service, with VTA managing and operating it, funds would likely be reduced to subsidizing VTA costs to meet their minimum threshold to operate a bus line, at least initially until ridership increases. Cost estimates are not available until the shuttle service (route, frequency, time of day) is defined.

Preliminary Cost Estimate: Unknown

CONCLUSION

Based on the preceding analysis, City staff recommends the CESC consider reviewing and proposing to the Council the actions outlined in the draft Environmental Sustainability Action Plan (Attachment 1).

Prepared by:

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Attachment: 1. Draft Environmental Sustainability Action Plan
2. City of Palo Alto Council Report on Library Bikes

cc: City Council

CM, ACM, ATCM, AFASD, CDD, BO, PP, LSD, APWD—Fuller, APWD—Hosfeldt, BISM, TPM, ESC, SWPM, POSM, File

DRAFT

ENVIRONMENTAL SUSTAINABILITY ACTION PLAN

INTRODUCTION

This action plan outlines how the City will prioritize and focus its sustainability efforts, with a major emphasis on reducing the City's greenhouse gas (GHG) emissions. Toward this goal, both "quick payback" energy efficiency actions that will reduce the City's operational expenses and bigger, longer-term projects that will significantly reduce greenhouse gas emissions are recommended.

This plan begins implementation of the Environmental Sustainability Task Force recommendations. It represents "Version 1" of an action plan that will be regularly updated to address Task Force recommendations and other City initiatives not covered at this time. Given the current economic outlook and financial constraints, actions should be implemented incrementally as funding is identified and funds should be allocated to actions providing the biggest environmental benefit.

The plan is comprised of the following major category areas:

- Policy Framework—Outlines major areas in which the Council may want to develop a policy strategy.
- Potential Major Goals—Proposes topics the Council can consider as part of its goal-setting.
- General Plan Update—Describes how environmental sustainability elements will be integrated into the General Plan update process.
- Reduction Targets—Provides the required steps for developing community-wide resource reduction goals.
- Implementation Actions—Outlines specific actions to be implemented in the short-, medium- and long-term.

Policy Framework

The Policy Framework establishes primary focus areas and a policy structure to evaluate and prioritize short-term and long-term goals or policies. Some of the focus areas are already in development or have been completed.

1. Greenhouse Gas Reduction Policy (*In Development*)

   The Global Warming Solutions Act of 2006 (AB 32) sets California State emissions reductions requirements (11 percent by 2010, 25 percent by 2020, 80 percent by 2050). The City will complete its community-wide and City operations GHG inventories by April 2009, and will establish reduction targets by fall 2009 to support AB 32.

2. Green Building Policy—Public Buildings *(Not Under Way)*

   Buildings generate 48 percent of the GHG emissions in the U.S. and green building technologies are able to deliver substantial operations and maintenance savings over the life of the facility. New City buildings and renovation projects over 5,000 square feet should achieve a LEED Silver rating, with this level increasing to LEED Gold within five years.

3. Green Building Standard—Private Buildings *(Not Under Way)*

   The vast majority of the buildings in Mountain View are privately owned. For the City to reduce its GHG emissions, private developers and building owners should be encouraged to build and retrofit to the highest feasible green building standards. Neighboring cities San Jose and Palo Alto have enacted similar measures.

4. Water Conservation Landscaping Ordinance (*In Development*)

   A State-mandated water conservation landscaping ordinance must be adopted by all jurisdictions by January 1, 2010. The model ordinance will require major new projects and relandscaping projects to develop irrigation budgets and plans consisting of water-efficient irrigation systems and drought-tolerant plant materials. The Public Works—Public Services Division will be taking the lead on this project and coordinating with other affected departments, including Community Development and Community Services.

5. Recycled Water Ordinance (*Completed*)

   The City passed a Recycled Water Ordinance in October 2004. It mandates use of recycled water for irrigation in the North Bayshore where it is available and feasible. The system is scheduled to be on-line in 2009 and there is potential to expand the system to Moffett Field and other parts of the City in the future.

6. Zero Waste Policy *(Not Under Way)*

   The City could develop a comprehensive, long-term Zero Waste Plan, with a goal of achieving a 90 percent diversion rate by 2021. The City's diversion rate is 72 percent. Increasing it to 90 percent would require development of an implementation plan and potentially significant funding over several years. Given the large scope of such an effort, a Zero Waste Plan could also be a major goal.

7. Construction and Demolition Ordinance (*Completed*)

   The Council passed a Construction and Demolition Ordinance in September 2008, requiring 50 percent of construction and demolition debris to be recycled or reused. As part of a Zero Waste Plan, the City could increase this diversion rate to 75 percent after experience with the existing 50 percent rate is evaluated for effectiveness in one to two years.

8. Environmentally Preferable Purchasing Policy (*Completed*)

   The Council passed an Environmentally Preferable Purchasing Policy in October 2008, incorporating environmental considerations into purchasing decisions. A handbook is being developed to provide guidance to City staff.

9. Single-Use Carry-Out Shopping Bag Fee or Ban (*In Development*)

   The City is working as part of a County-wide effort to develop a model ordinance for cities and the County to adopt charging a fee or banning single-use carry-out shopping bags. The model ordinance will be available in 2009.

10. Renewable Energy Generation *(Proposed Major Goal for FY 2009-10)*

    As part of a long-term strategic sustainability plan and toward reducing its dependence on fossil fuels, the City should develop a long-range plan for generating as much of its energy as possible from local renewable sources (e.g., solar and wind) when feasible and cost-effective. Doing so would reduce the City's GHG emissions and energy expenditures in the long run. It would also serve to insulate the City from rapidly increasing and "spiking" energy costs.

Potential Major Goals

In conjunction with developing an environmental sustainability policy framework, the City should evaluate recently approved legislation and other important environmental elements for implementation as part of its goal-setting process, including:

1. AB 811—This law enables a City to offer low-interest loans to property owners who implement energy efficiency and/or renewable energy projects, such as insulation, double-pane windows, high-efficiency heating and cooling systems, and solar panels. Particularly in today's challenging economic climate, this legislation could provide the needed incentive for property owners to make upgrades to reduce energy use and greenhouse gas emissions. (Proposed for 2009)

2. AB 2466—This legislation provides cities the opportunity to generate renewable energy (e.g., solar, wind) at one municipal site and credit the power generated to selected municipal accounts. The energy created would be fed into the power grid. Prior to this law, cities could "zero out" the account where the energy was generated, but could not receive PG&E credit for excess power produced. (Proposed for 2009)

3. Water Conservation—Due to a State-mandated requirement to reduce water usage 20 percent by 2020 and the San Francisco Public Utility Commission's "Supply Assurance Limitation," the City will need to implement aggressive water conservation measures in conjunction with the Bay Area Water Supply and Conservation Agency (BAWSCA) and the Santa Clara Valley Water District (SCVWD). Although plans are evolving, it is clear the City will need to allocate additional resources to achieve the State and regional requirements.

4. Green Building Retrofitting—Overall, existing buildings outnumber new buildings by more than 100 to 1. For the City to meet its AB 32 emissions reductions goals and to reduce its operating expenses, the City should develop a plan and funding strategy to retrofit existing City buildings with efficient green technologies as soon as is feasible. The City may also want to offer incentives for residents and businesses to do the same.

5. Zero Waste—In line with neighboring cities San Jose and Palo Alto and to address the challenges inherent in achieving a 90 percent diversion rate by 2021, the City should have a long-term Zero Waste Plan as a major goal toward developing a Zero Waste policy.

General Plan Update

Through the update process currently under way, incorporate GHG reduction and other environmental protection strategies into the General Plan. With environmental

sustainability as an ongoing process and the General Plan serving as the City's long-term roadmap, this is a critical element to ensure a continuing safe and habitable community.

Reduction Targets

Establish City operations and community-wide resource reduction goals (e.g., greenhouse gases, energy, water, waste) based on the following prerequisite actions:

1. City Operations GHG Emissions Inventory (*February-March 2009*)

   Staff is collecting City facilities and operations data and, in conjunction with the International Council for Local Environmental Initiatives (ICLEI), will complete the inventory by February-March 2009.

2. Community-Wide GHG Emissions Inventory (*April 2009*)

   The City began working with ICLEI in fall 2007, producing a community-wide GHG inventory in spring 2008. One portion of the inventory, the landfill CO_2e emissions, seemed high so the City Council authorized staff to conduct a landfill "leak test" to get actual emissions data (Q1 2009) and finalize the inventory with ICLEI. The final emissions inventory should be completed in Q2 2009.

3. City Facilities Audits (*Ongoing*)

   The City will continue to conduct energy, water and waste audits of public facilities to identify employee actions to reduce usage of these resources and corresponding operational expenses.

4. City Facilities Baseline (*Summer-Fall 2009*)

   Staff will calculate the amount of energy and water used, and waste produced in City facilities in 2008. This will provide a marker for the City to use in determining its resource reduction targets (Section 5).

5. Natural Resource Usage Reduction Targets (*Fall 2009*)

   Following completion of Items 1 through 4, the City will work with ICLEI to establish appropriate natural resource usage reduction targets. This will enable the City to meet the State's greenhouse gas reduction requirements and reduce overall operational expenses.

Implementation Actions

The following actions are sorted by short-, medium- and long-term with an emphasis in the short-term on "low hanging fruit" actions, particularly energy efficiency and community outreach and education.

Short-Term (12-18 Months)

Action	Cost
1. Adopt CO_2e Emissions Goals	Assumes continued funding for Environmental Sustainability Coordinator position
2. Redesign City Utility Bill Format to Encourage Water Conservation	T.B.D.
3. Require New Public Buildings to Achieve LEED Silver	0 percent to 2 percent more than a conventional building with additional expenses recovered through operations and maintenance savings over the life of the facility
4. Form and Support an Ongoing Green Citizens Collaboration and Action Team	$0 through June 2009; ~5 percent of FTE beyond June 2009
5. Create and Maintain an Environmental Focus Section and Rotating Displays at the Library	$4,000 to $8,000
6. Sponsor Sustainability Tabling and Outreach at Local Events	$0 through June 2009; ~3 percent to 5 percent of FTE beyond June 2009

Medium-Term (1-3 Years)

Action	Cost
1. Recruit and Train Local Water Conservation Advocates	Unknown
2. Discourage Single-Use Bags within the City	Unknown
3. Fully Implement Bicycle Boulevards	$155,000 to $250,000
4. Advocate for a Regional Effort to Provide Automated Bicycle Rental and Additional Bicycle Parking Facilities	Unknown
5. Prepare, Adopt and Implement a Pedestrian Master Plan	$100,000 to $200,000
6. Enhance the Expertise of Planning and Building Division Staff in Green Building Practices	$7,000 to $20,000
7. Increase Tree Coverage in Mountain View	• $7,000 to $10,000 annually for 200 additional free Arbor Day trees given to residents • $350,000 the first three years and $120,000 annually thereafter for 85 percent coverage • $865,000 the first three years and $350,000 annually thereafter for 90 percent coverage
8. Evaluate Pilot Food Waste Composting Program and Explore Feasibility of Its Expansion City-Wide	Unknown

Long-Term (3+ Years)

Action	Cost
1. Implement State Water Conservation Mandates	Unknown
2. Create a Zero Waste Action Plan	Unknown
3. Participate in Regional Efforts to Ban Polystyrene Take-Out Food Containers	Unknown

SUMMARY

Environmental sustainability not only protects the natural resources on which the City depends, but also provides an opportunity for long-term, stable economic growth as the region develops more "green collar" jobs and environmentally focused products and services. This Environmental Sustainability Action Plan provides a framework for achieving the City's short- and long-term sustainability goals and demonstrating leadership toward ensuring a healthy and vibrant community.

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Cost could put brakes on bike-sharing plan

BY WILL OREMUS
DAILY NEWS STAFF WRITER

Palo Alto is peddling a plan to get commuters out of their cars by offering a European-style bike-sharing operation at local Caltrain stations. But with money tight, city officials will have to decide whether to spend $65,000 on a six-month pilot program or wait and try to collaborate on a regional effort.

The local program, proposed by the Arcata-based private company Library Bikes, was the first choice of council members Sid Espinosa and Yoriko Kishimoto. On a trial basis, it would put 20 second-hand bikes in a single kiosk, to be rented to subscribers who paid $11 per month. The first two hours of bicycle use would be free, and each additional hour would cost $2.

Over time, the operation could expand to an inventory of some 280 bikes spread out over 14 kiosks.

If Palo Alto goes forward with the program, it will be the first of its kind on the Peninsula and could be a test case for other cities looking for innovative ways to ease downtown traffic. But it won't come cheap: Library Bikes' proposal calls for the city to spend $65,000 over six months to cover the bikes, maintenance, and insurance, among other costs.

Among the biggest problems with such programs, a city report notes, are theft and vandalism. The city could expect about one-third of all bikes to be stolen and another one-third damaged each year.

Given the expense, city staff are recommending the council hold off and see if it can save money by working with a regional body such as the Valley Transit Authority. That idea has the backing of local groups such as the Palo Alto Chamber of Commerce and the California Avenue Area Development Association.

While bike-sharing has long been popular in major European cities such as Paris, it is just catching on stateside, the city found in a study of the concept. At least 15 cities across the country, including San Francisco, Long Beach and Arcata, are pursuing programs, but none are well-established so far.

The cities almost unanimously cited cost-effectiveness as the chief obstacle. Portland, Ore., put its program on hold indefinitely until it can find a business model that doesn't require heavy subsidies.

The Palo Alto City Council will discuss the bike-sharing idea at a meeting Monday at 7 p.m. at City Hall, 250 Hamilton Ave.

E-mail Will Oremus at woremus@dailynewsgroup.com

CITY OF MOUNTAIN VIEW
MEMORANDUM

DATE: December 10, 2008

TO: Council Environmental Sustainability Committee

FROM: Joan Jenkins, Transportation and Policy Manager

SUBJECT: EVALUATION TEMPLATE

RECOMMENDATION

Use the proposed evaluation template only for selected items requiring in-depth analysis and a shorter, less structured evaluation for the rest of the recommendations.

BACKGROUND AND ANALYSIS

At the last Council Environmental Sustainability Committee (CESC) meeting, the Committee asked staff to test the proposed evaluation template by analyzing one of the Task Force recommendations using the following format:

A. The Problem Being Solved

B. Available Alternatives

C. Benefits

D. Project Evaluation

- Costs
- Payback Period
- Greenhouse Gas Reduction Benefits

E. Unintended Consequences

City staff analyzed installing recycling containers in all public venues and businesses where trash cans are used (Recommendation 4-8). The analysis is attached (Attachment 1). It took the Solid Waste Program Manager (SWPM) and other City staff approximately 12 hours to complete the evaluation as shown, including:

- Contacting Foothill Disposal and Community Services Department staff.
- Calculating the number and location of new containers that would be required.
- Researching the cost of the containers.
- Determining the amount and cost of staff time to perform the recycling collection.
- Determining the amount and cost of Foothill Disposal collection time.
- Researching alternatives.

The evaluation template appears at first to be fairly simple to complete; however, providing hard costs and data upon which to draw conclusions and make clear recommendations is time consuming and labor intensive. To completely evaluate all Task Force recommendations using this template could take one person in excess of six months, assuming no other tasks were performed. In addition, the SWPM already had a feel for the outcome and could probably have given a good indication of the result but without the definitive cost figures.

CONCLUSION

Considering the amount of staff resources and time involved in this evaluation, as well as the time and resources of outside contractors, this format does not appear to best utilize staff time. A shorter more easily completed evaluation would be appropriate for the majority of the recommendations. Use of this format for selected recommendations

requiring a more thorough analysis could be performed following screening with a shorter form.

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907-12-09-08M-E^

Attachment: Evaluation of Installing Recycling Containers in Public Places and Businesses (Recommendation 4-8)

cc: SWPM, F

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Evaluation Template for Environmental Sustainability Task Force Recommendations

Provide Accessible Recycling Bins in Public Places and Businesses
Recommendation 4-8

A. The Problem Being Solved:

This recommendation addresses the lack of recycling bins around the City, both in public places and local businesses. The goal is to make it as easy for someone to dispose of recyclable material in the appropriate way as it is for someone to throw an item in the trash.

The recommendation essentially has two components:

1. For every public location where there is a trash can (parks, major streets, downtown, transit centers, Civic Center area, near restaurants with take-out service, at stores and markets, at the Farmer's Market, and at all major events and festivals), provide at least a container recycling bin (glass/plastic/metal) and, ideally, a mixed-paper recycling bin.

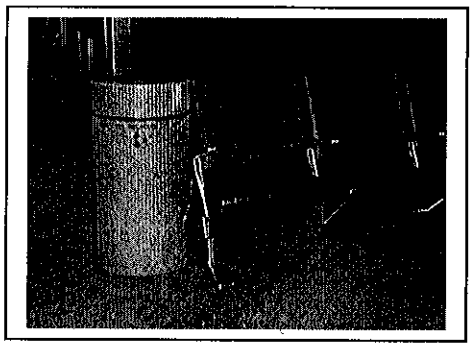
2. In food establishments that generate organic waste and utilize compostable cups and utensils, there should be a publicly accessible compostables collection area.

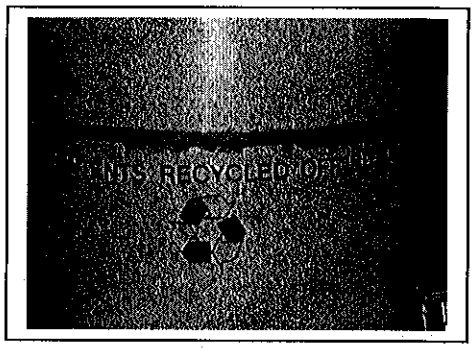
The information and analysis provided below addresses the placement of recycling containers only in public areas controlled by the City (i.e., parks, downtown, the Civic Center and Centennial Plaza) and only for containers (bottles and cans), not paper products. The placement of containers in stores, markets, restaurants and other businesses is not addressed as the City does not currently have any mechanism to mandate such action by businesses owners (although we do offer technical assistance and a limited number of free containers to any business wanting to provide public recycling). The placement of publicly accessible containers for compostable materials in food establishments is also not addressed as it assumes the availability of composting services for commercial businesses, the topic of Recommendation 4-3. Lastly, the City already offers (and in cases where a special event permit is required, mandates) the use of event recycling containers and technical assistance for major events and festivals (e.g., Art and Wine, A La Carte and Art, Obon). Therefore, the costs and benefits of these services are not included here.

B. Available Alternatives:

Alternatives to this recommendation are:

1. Place signs on each public trash can serviced by the City indicating that the contents of the trash can are recycled. Below is a sample from the San Francisco Airport.





2. Place recycling containers in high-traffic locations only. For example, downtown, Civic Center/Pioneer, Cuesta Park, Rengstorff Park and Shoreline at Mountain View Park.

3. Have a nonprofit service the recycling containers and sell the recyclables to keep profit for fundraising (like Conservation Corps does in San Jose).

C. Benefits:

Benefits of implementing this recommendation include:

1. Increase public awareness of recycling.

2. Offer people the opportunity to feel they are doing the right thing.

D. Project Evaluation:

<u>COSTS</u>

Financial costs are related to three separate elements: (1) purchase of recycling containers for placement in public areas; (2) maintenance service of the new containers; and (3) collection of additional recycling bins by Foothill Disposal.

<u>Recycling Containers</u>

There are a wide variety of recycling containers suitable for use in outdoor settings, and different containers may be chosen for different situations. The

general cost range for such containers is $500 to $1,500 each. For purposes of this analysis, it is assumed that a total of 358 containers would be needed to provide one bottle/can recycling bin adjacent to each trash can in the public parks (not including golf course) and downtown for a price range of $179,000 to $537,000. Some grant funding may be available for the purchase of containers.

Maintenance Service

Foothill Disposal would provide direct collection service for 58 downtown recycling containers, similar to the service they provide for the downtown trash containers. It takes approximately two hours for Foothill to collect the trash cans downtown. This service is provided three times per week. Collection of recycling containers would take an equal amount of time. Fully burdened hourly collection costs for this service (driver and vehicle) is $127.46. Based on this rate, annual costs would be $39,780.

The Community Services Department Parks Division would be responsible for servicing 300 recycling containers in the public parks. Most parks are maintained by City staff, but some are maintained by a contracted landscape company. Cost estimates assume once-a-week service of the container at an average of 10 minutes each (empty container, replace bag and transport to a Foothill bin). City staff time would equate to $101,800 (approximately 1.0 FTE Parks Maintenance Worker I) and additional contract expense equal to $13,300.

Foothill Disposal Collection

Currently, not all City parks have recycling collection bins provided by Foothill Disposal. Some parks may have room for the placement of a bin and some may not. For those that do, these bins would be collected by Foothill by a truck on a normal commercial recycling route. For those parks that do not have room for the placement of a recycling bin, parks crews will need to transport the recyclables to a bin in another location (for example, recyclables from Eagle Park could be brought to one of the bins located at City Hall). The additional time factor for City crews is already included in the estimate above. While there would be some additional cost to have Foothill collect additional bins at those parks that could accommodate them, this service could be absorbed by the existing route system.

PAYBACK PERIOD

There may be no financial payback with this action. Experience with this type of recycling effort shows there is a high level of contamination (garbage and non-recyclable materials) in the recycling containers. The contents are taken to the SMaRT® Station for sorting but run over the garbage line rather than the recycling line due to the contaminated nonrecyclable materials. Therefore, no payback is expected and no payback period has been calculated.

GREENHOUSE GAS REDUCTION BENEFITS

There will not likely be a gain in the amount of recyclables the City obtains and, in fact, there may be a reduction due to increased scavenging. There would be some extra greenhouse gas emissions due to additional pickups by Foothill at parks where they do not now go with a recycling truck. But, the emissions would not be very significant since Foothill is already out on a route and the new locations would just be added to the route.

E. Unintended Consequences:

Potential unintended consequences of implementing this recommendation are:

1. Loss of revenue from sale of recyclables due to increased scavenging. Scavenging would be expected to increase because it is easier to remove bottles and cans from a recycling container than it is to remove it from a trash can.

2. Possible need to replace trash cans on Castro Street with a combined trash/ recycle can due to space constraints (most downtown cans sit on a plinth that juts out into the parking zone away from path of travel and there is not room for another container).

JJ/8/PWK
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